

**MARICOPA COUNTY
DEPARTMENTAL QUARTERLY REPORT**

**Third Quarter Report, FY 1999-2000
Correctional Health Services, Susan Svitak, Director**

Items in bold represent progress made in the third quarter.

Goal #1	Accomplishments/Comments
Maintain National Commission on Correctional Health Care (NCCHC) accreditation through compliance with all essential standards and at least 85% of important standards.	
FIRST QUARTER	<u>Accreditation Readiness</u> <ul style="list-style-type: none">Developed an Accreditation Readiness Team (ART) to prepare for the NCCHC site visit scheduled for sometime in the first half of 2000. ART has created a planning process, which identifies problem areas with standards set by the Commission and works toward assuring compliance with all necessary standards in time for the site visit. The team consists of CHS Unit Managers of each jail clinic, key managers and directors and MCSO representatives.ART members developed action plans to determine deficiencies and achieve compliance with each of the NCCHC's 69 standards. The team meets regularly to review progress on action plan goals.The team also identified members to serve on the Mock Review team. This team will perform a mock review of the clinics in early February.Mock review of clinics was performed March 6-10. Results were discussed with ART members for action and inclusion into action plans.A date for the on-site review has not yet been set. Informally, NCCHC has stated that they will be here in May 2000.The date for the on-site survey has been set for the entire week of May 8th, 2000. Preparation for the survey continues.
SECOND QUARTER	
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<p>FIRST QUARTER</p> <p>FIRST QUARTER SECOND QUARTER</p> <p>THIRD QUARTER</p>	<p><u>Pharmacy Services</u></p> <ul style="list-style-type: none"> • In order to assist in meeting the medical needs of the inmates, the automation of the Pharmacy was implemented in all jail and juvenile detention clinics. The Correctional Institution Pharmacy Software (CIPS) has been installed and is being used. Pharmacy and Nursing are still in process of de-bugging the system and evaluating for effectiveness. • All users of CIPS have been trained on the system. Training in place for new employees. • A Pharmacy Users Group was created to discuss policy changes involved with CIPS. This group consists of representatives from nursing and pharmacy. They work together to identify problem areas and develop solutions that will benefit whole system. It is anticipated that this group will improve the effectiveness of medication delivery and distribution, and overall use of the automated system. • The Pharmacy User Group is working on drafting a policy for “keep on person” medications which would decrease our staffing requirements for medication administration. Such a program would also improve the distribution system for medications and reduce reliance on stock medication cabinets.
<p>FIRST QUARTER</p> <p>THIRD QUARTER THIRD QUARTER FIRST QUARTER</p> <p>SECOND QUARTER</p> <p>THIRD QUARTER</p> <p>ONGOING</p>	<p><u>Receiving Screening</u></p> <ul style="list-style-type: none"> • Revisions of the receiving screening have been finalized and revisions to the form in JMS are in progress. • Testing of the new form is in process. • Receiving Screening policy has been revised to reflect changes in procedures. • Continuing to work with MCSO to develop a phone system to provide confidentiality during screening. • Phone intercom system was installed; first use was 12/31/99; CHS pre-intake team is now able to conduct health care receiving screenings with significantly higher degree of confidentiality for arrested persons going through MCSO booking process. • CHS staff have been hired and scheduled to complete 100% of the Receiving Screenings; MCSO continues to provide back-up when CHS is short. • Inmates are being provided with education on access to healthcare in written and oral form.
<p>ONGOING</p> <p>FIRST QUARTER</p> <p>SECOND QUARTER</p> <p>THIRD QUARTER</p> <p>FIRST QUARTER</p> <p>THIRD QUARTER</p>	<p><u>Health Assessments (physical exams)</u></p> <ul style="list-style-type: none"> • Audits are being completed monthly to measure incomplete physical exams and EPIs through a random sampling of charts in the clinics. Physical exam completion rate has been increasing as a result of improvements being made to the process. • CHS and MCSO are committed to the goal of completing 95% of health exams and have proposed that medical teams go into the housing units to complete the exams and assist in meeting this goal. Plan on implementing this project during the 2nd quarter. It is expected that this will assist in catching up with the current backlog so that CHS can be timely with completing assessments on new inmates. • The medical teams or “Power Squads” were formed and staff identified for implementation in January 2000. Each squad consists of three MCSO officers and three CHS personnel drawn from current staffing. Squads work five days per week and are 100% dedicated to completing physical exams in an effort to meet the health assessment 14-day goal. • MCSO established an exam room outside the female housing units. Durango jail has added a medical exam room in three of the houses. The power squad is using these new areas to complete physical exams beginning January 7, 2000. • Progress toward the 95% completion goal continues. • MCSO had developed plans to build an Estrella Tents support unit, which will include a clinic for Tent inmates. Completion goal is mid calendar year 2000. Implementation of a clinic in this area will assist in this goal tremendously. • Estrella support facility completion date has been moved back to October, 2000. CHS staff have participated in the design of the medical facility and selection of building color scheme. A baseline staffing plan was approved as a budget issue for 2001. This includes transfer of staff from Estrella clinics.

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FIRST QUARTER	<u>Employee Education Training</u> <ul style="list-style-type: none"> In an effort to reinforce high standards of professional knowledge, skills and behavior within a responsible, ethical health care program CHS has continued to conduct the "CHS School" once per month. This school offers mandatory classes to assist staff in their jobs and maintain appropriate certifications. 66 employees attended the school in the first quarter of FY2000. The CHS School was held in October and November with a total of 34 participants. The school was not held in December. Education is currently in the process of revamping department NEO process with accompanying checklist and will also use this process to evaluate current employees throughout the next six months. Education will be offering classes on various topics this year in lieu of the CHS School. For the third quarter classes will be held in Sexual Harassment/Workplace Violence, CPR and OSHA. Mandatory classes in Sexual Harassment/Workplace Violence were given to CHS employees. Preparations are underway for an additional CHS school to be held in April. 100% of medical staff are current in CPR training. CHS had 2 employees who did not complete CPR training prior to the expiration of certification in 1999. Persons who are not current in CPR are removed from schedule. A new Education Coordinator was hired.
SECOND QUARTER	
THIRD QUARTER	
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THIRD QUARTER	

Goal #2	Accomplishments/Comments
Meet and maintain all applicable state and federal licensure and certification requirements.	
ONGOING	<u>Arizona State Licensure</u> <ul style="list-style-type: none"> Licensure status of each clinic and inpatient unit has been maintained and current with Arizona Department of Health Services.

Goal #3	Accomplishments/Comments
Increase patient satisfaction with healthcare services provided and employee satisfaction with CHS.	
FIRST QUARTER SECOND QUARTER ONGOING THIRD QUARTER	<u>Patient Satisfaction</u> <ul style="list-style-type: none"> No progress in first quarter. No progress in second quarter. Inpatient psychiatric unit patient satisfaction surveys are completed quarterly per Arnold vs. Sarn. Outpatient satisfaction preliminary investigation and benchmarking process completed. Implementation deferred due to low priority.
FIRST QUARTER THIRD QUARTER	<u>Employee Satisfaction</u> <ul style="list-style-type: none"> Employee Services Manager working with Maricopa County Research and Reporting to customize the Employee Satisfaction survey to meet the needs of CHS employees. CHS has committed to implement Employee Satisfaction Survey process in mid-February 2000. Because many of the dissatisfiers are facilities-related, a recommendation has been made to perform the next survey in conjunction with the Sheriff's Office. Survey still pending. Date for implementation has not been established.

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Goal #4	Accomplishments/Comments
Deliver healthcare in a timely, efficient and cost effective manner.	
FIRST QUARTER FIRST QUARTER SECOND QUARTER THIRD QUARTER	<u>Access to Health Care</u> <ul style="list-style-type: none"> Have been working closely with MCSO to ensure that officers are provided to perform medical tasks effectively. Developed plans to form exam rooms on housing units in Madison, Durango and Estrella. Designed and tested daily report procedure to capture data regarding number of inmates requesting health care versus number seen to determine unmet need. This is labor intensive due to primarily manual data collection processes but is necessary for department to determine scope of problem and effect resolutions. A monthly audit was implemented in February measuring the percent of inmates seen within 48 hours of submitting a medical request. Average rate for February was 40%. Average rate for March was 45%. Exam rooms completed and operational at Madison, Durango and Estrella.
FIRST QUARTER SECOND QUARTER THIRD QUARTER	<u>CHS/MIHS Authorizations</u> <ul style="list-style-type: none"> Progress made on implementation of Maricopa Managed Care System's (MMCS) 24 hour authorization for emergency services provided to CHS clients. Planned implementation by end of calendar year 1999. Nurse was hired to do the authorizations but we are still waiting for installation of JMS. Final procedures are also pending County Counsel approval. MCSO approved JMS; implementation pending training of MIHS staff in use of JMS system.
FIRST QUARTER FIRST QUARTER THIRD QUARTER THIRD QUARTER SECOND QUARTER THIRD QUARTER THIRD QUARTER	<u>Medical Records</u> <ul style="list-style-type: none"> A comprehensive courier service has been implemented for timely transport of medical records between jail clinics. Through CIPS have developed a computerized link to provide facilities specific daily information on all audits, transfers and discharges. Will continually evaluate for effectiveness. CIPS transfer/release report needs revision for effective clinic utilization. Staff have been encouraged to request inactive medical records for continuity of care and reduced duplication of effort. Recruiting for Medical Records Technician. An evening Medical Records Technician was hired. Purchase of new filing system is in process.

Goal #5	Accomplishments/Comments
Provide Unit Managers with the tools/resources necessary to manage effectively.	

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FIRST QUARTER FIRST QUARTER THIRD QUARTER	<u>Staffing</u> <ul style="list-style-type: none"> As part of a reorganization of CHS Administration, have developed a staffing/prn pool supervisor. Revised unit staffing plans to include all disciplines. Developed a tracking tool for Registry and temporary staff usage.
FIRST QUARTER	<u>Employee Services Manager</u> <ul style="list-style-type: none"> An Employee Services Manager was recruited and hired. This position will assist in recruitment and retention issues in order to improve staffing plans.
FIRST QUARTER THIRD QUARTER	<u>Information</u> <ul style="list-style-type: none"> Unit Managers are provided with budgets. Next quarter, will begin receiving personnel rosters. New Fiscal Manager is working with Unit Managers to develop and implement effective budget management tools.

Goal #6	Accomplishments/Comments
Increase continuity of care with community agencies.	
ONGOING SECOND QUARTER	<u>Health Collaborators Group</u> <ul style="list-style-type: none"> CHS is represented on Health and Human Services Collaboration Executive and Core Committees. Public Health has loaned CHS an interim Fiscal Administrator who is developing labor reports and staffing plans for distribution to Unit Managers. He is also linking Unit Managers on-line with their unit budgets and developing other automated management tools for their use
FIRST QUARTER FIRST QUARTER	<u>Community HIV Resources</u> <ul style="list-style-type: none"> An agreement has been developed with McDowell Clinic in which known HIV positive individuals are informed of services provided by the clinic. If HIV+ individuals desire these services, they are referred to the Clinic upon release from jail. Referral procedures have been developed and communicated to the Unit Managers. Case management /counseling of HIV+ individuals is being done in the jails by Phoenix Body Positive.
FIRST QUARTER SECOND QUARTER	<u>Elsinore Transitional Living Center</u> <ul style="list-style-type: none"> Collaborative procedure developed to assure medication record and prescriptions are provided to Elsinore staff for inmates released to Adult Probation Officer's Community Punishment Program. Improved continuum of care. Further procedural refinements made.
FIRST QUARTER	<u>Pregnant Inmates using Methadone</u> <ul style="list-style-type: none"> Policy was developed for providing opiate dependant inmates methadone to prevent fetal demise. They will be provided methadone while they are incarcerated and links have been made with Maricopa Medical Center and Valle del Sol to continue methadone maintenance upon release.
SECOND QUARTER	<u>Discharge Planning Project</u> <ul style="list-style-type: none"> In the early part of the second quarter, the CHS Director, along with the Medical Director, the Director of Public Health Services, and representatives from MCSO and ADHS, was invited to and attended a national conference on "Integrating Public Health and Corrections: Preparing for the New Millennium". The purpose of the conference was to devise strategies to link correctional health and public health in a continuum of care for detainees when released. The group came back with the task in hand to meet in small groups to identify priority areas in improving discharge planning for high-risk populations. This was done both on the county level and on the state level. The internal county meeting identified substance abuse and women's health as priority populations. A meeting is scheduled for the third quarter to bring both groups together to discuss the priority areas and ways in which all interested parties can work together to improve the

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THIRD QUARTER	<p>health of the community with such a project. The group as a whole will also work to identify community-based-organizations that would be willing to become a partner in this project as well.</p> <ul style="list-style-type: none"> • Project on hold due to higher priority projects.
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Goal #7	Accomplishments/Comments
Develop written operational agreements as necessary to fulfill CHS' Mission.	
FIRST QUARTER	<u>MIHS Agreement</u> <ul style="list-style-type: none"> • Amendment to the MIHS IDA is complete subject to approval and signature. This IDA allows for inmates to receive services (emergency care and specialty clinics) at MMC and other hospitals as referred through a capped payment.
SECOND QUARTER	
FIRST QUARTER	<u>Educational Institutions Affiliation Agreements</u> <ul style="list-style-type: none"> • Phoenix College agreement is complete, pending Attorney approval. This agreement will provide medical records interns. • Midwestern agreement is complete, pending Attorney approval. This agreement provides Physician Assistant students. • CHS is still waiting approval of the agreements from counsel. • County Counsel has approved agreement in concept; document on hold while recruiting for Contract Specialist.
FIRST QUARTER	
SECOND QUARTER	
THIRD QUARTER	

Other activities and accomplishments:	
SECOND QUARTER	<u>a. Justice Settlement Medical Agreement</u> <ul style="list-style-type: none"> • The Justice Department filed a complaint against Maricopa County, Correctional Health Services and MCSO along with a Medical Settlement Plan. A compliance team was formed and action plans written. A preliminary review by Justice Department is anticipated in March 2000. If CHS and MCSO show substantial compliance with the agreement by June 2000, the complaint will be dismissed.
THIRD QUARTER	